



## OFFICE OF ENTERPRISE TECHNOLOGY SERVICES

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INFORMATION AND COMMUNICATION  
SERVICES DIVISION

OFFICE OF INFORMATION MANAGEMENT  
AND TECHNOLOGY

Information Technology Steering Committee  
December 17, 2015  
Kalanimoku Building, Conference Room 410  
1151 Punchbowl St., Honolulu, HI 96813

### Meeting Minutes

Members Present	
Name	Organization
Nacapuy, Todd	Office of Enterprise Technology Services (ETS)
Keane, David	Dept. of Human Resource Development (DHRD)
Kuroiwa, Jared I.	KHON-2
Moriyama, Liane	Dept. of Attorney General (ATG)
Sonobe, Clyde S.	Dept. of Education
Taguchi, Kelly*	Oceanic Time Warner Cable
Thornton, David	Judicial Branch
Yamashita, Kyle	Legislative Branch

Other Attendees	
Name	Organization
DeMello, Keith	ETS
Kunimoto, Valri	ATG
Miwa, Jim	ETS
Ogino, Estelle (notary)	Dept. of Accounting and General Services (DAGS)
Otsuji, Michael	ETS

\*Immediately prior to the meeting, Kelly Taguchi was sworn in as a newly appointed member of the Information Technology Steering Committee (ITSC), serving a term through June 30, 2019.

#### **I. Call to Order**

Chair Nacapuy called the meeting to order at 9 a.m.

#### **II. Roll Call**

Quorum was established with eight members present. (Note: This 11-member committee requires six members to establish quorum and take official action.)

### **III. Reading and Approval of Minutes**

Member Moriyama moved and Member Keane seconded that the ITSC approve the May 2015 meeting minutes as amended. In discussion, Member Moriyama noted that Garrett Yoshimi's name on page 4 should be corrected. The ITSC approved the May 2015 meeting minutes as amended by unanimous consent.

### **IV. Public Testimony on Agenda Items**

None.

### **V. Chief Information Officer's Report**

#### **a. Proposed Consolidation of the Information and Communication Services Division (ICSD) and the Office of Information Management and Technology (OIMT)**

Chair Nacapuy reported that the consolidation of OIMT and ICSD is underway, including moving signatory authority from the acting ICSD Administrator to the CIO, and the preliminary adoption of the use of "Office of Enterprise Technology Services" (ETS) for the unified OIMT/ICSD team. The reorganization is intended to create greater efficiency in state government and clarify roles and responsibilities in the new governance process. Pending completion of discussions and the formal reorganization, the two agencies have already begun working as one team under ETS. At the next ITSC meeting, ETS will bring the new organization chart if it is approved.

#### **b. CIO Priorities**

Chair Nacapuy shared his priorities as State chief information officer (CIO). These priorities will be reflected in the CIO's annual report to the Legislature.

- i. **IT Workforce Development** — A new priority identified by the governor and CIO, this effort is intended to develop and empower the State's IT workforce to increase capability to modernize government processes, systems, solutions and services while reducing overreliance on third-party consultants. In assessing the State's current workforce, it is important to note that Reductions in Force (RIF) of the 1990s and 2000s caused ICSD staff levels to plummet from more than 300 to less than 150. For comparison sake, Chair Nacapuy noted that the City and County of Honolulu has approximately 175 technical IT staff to serve its 9,000+ users. The State's ICSD has 135 technical staff to support 80,000 users / 60,000+ seats. In the 2016 legislative session, ETS will be asking for more than 30 positions, consisting of a mix of exempt and civil service positions. Chair Nacapuy noted that one-third of ETS is at retirement age. The new positions help address single points of failure and add capacity necessary to achieve modernization goals.

As part of this effort, ETS and DHRD are partnering on an IT Broadbanding Pilot Project to update the current IT position classification system. Re-describing State IT positions to more appropriately match modern technologies and processes will further ongoing efforts to hire and retain IT personnel and expand career path opportunities for public sector workers. Broadbanding will also enable ETS to be more competitive with the commercial world in the recruitment of IT workers and allow for current IT workers to choose a technical career without requiring the management of other individuals (supervising others). Chair Nacapuy emphasized that the goal is not only to create jobs but career paths, and that ETS is working with outside organizations to address this common challenge for both public and private sectors in Hawai‘i. The effort will not be limited to ETS but statewide. Chair Nacapuy welcomed ITSC members’ input.

Member Moriyama suggested that knowledge gained from past efforts around IT reclassification should be incorporated and that there should be value placed on mission critical functions. During previous efforts, it was also found that supervising others was often a requirement for promotional opportunities.

In September 2015, DHRD Director James Nishimoto joined CIO Nacapuy in presenting information about the IT Broadbanding Pilot Project to ETS personnel. The PowerPoint from that meeting will be shared with ITSC members.

- ii. **IT Governance** — On December 10, 2015, ETS announced a new, mandatory governance process to ensure success for State IT programs and projects. This new IT governance process is intended to ensure that tax-payer funds for IT development and modernization programs will be subject to an efficient planning review and approval process. The goal is to provide the essential oversight necessary so that intended objectives are achieved and positive return on investment is realized for the people of Hawai‘i.

In developing the IT governance process, three factors were identified: program management, contract management, and ensuring positive return on investment (not necessarily in dollars). ETS has hired IT Governance Officer Todd Omura, who is standing up a Contracts Management Center of Excellence. Chair Nacapuy emphasized that the new process is not meant to slow projects down. As outlined in the governor’s news release on the subject, projects subject to the new governance requirements will include:

- IT development and modernization projects identified under Section 41 of Act 119, SLH 2015 (the State budget act), or any future related legislation or budget bills;
- IT projects that require technology resources estimated at \$1 million or greater; and
- enterprise modernization projects identified by the CIO, typically those that will leverage business and operational efficiencies and benefits for multiple departments or agencies.

Departments may also voluntarily run their other projects through the process.

- iii. **Enterprise Shared Services** — Enterprise shared services provide centrally managed “Service-Oriented Infrastructure” (SOI) that leverages the State’s enterprise status and related economies of scale (e.g., Network, Security, Data Management, Unified Communications, Data Center, and various Cloud Services). As examples of SOI, Chair Nacapuy described the ongoing Office 365 and eSign Services projects.
- iv. **Enterprise Programs and Projects** — Enterprise Programs and Projects maximize positive return on investment by leveraging economies of scale and setting standard platforms for IT systems. Under this priority area, ETS will facilitate the establishment and execution of programs and projects identified as priority and/or enterprise in scope (e.g., tax, asset management, budget, finance, grants, human resources, payroll, procurement, and time and attendance).
- v. **Open Government** — Under the priority area of open government, ETS will build on established open data and transparency platforms to facilitate open government mandates outlined in statute (HRS §27-44). ITSC members will be provided links to current open government resources maintained by ETS. Chair Nacapuy noted that the State needs to establish an enterprise service bus to ensure State systems can better share data (an enterprise service bus, or ESB, is defined as a software architecture model used for designing and implementing communication between mutually interacting software applications in a service-oriented architecture). The migration to Office 365 will facilitate this effort. Member Yamashita suggested looking at the State of Missouri model for an enterprise service bus for ensuring that systems are able to share data. Member Kuroiwa suggested requiring a standard export functionality through the new IT governance process.
- vi. **Cyber Security** — Ensuring a sound cyber security posture for the State will involve the establishment of statewide policies and standards,

maintaining the security posture of the State Network, and directing departmental remedial actions, if necessary, to protect government information or data communication infrastructure, in accordance with statute (HRS §27-43.5).

The State is increasing utilization of resources offered by Center for Internet Security (CIS) / Multi-State Information Sharing & Analysis Center (MS-ISAC), which is the focal point for cyber threat prevention, protection, response and recovery for the nation's state, local, tribal and territorial (SLTT) governments.

In addition, the State's Security Operations Center (SOC), established in 2014 as the State's first such operation, is being transitioned to a State personnel-run operation. (In discussion, it was noted that, in calendar year 2015, ETS improved contract monitoring and oversight throughout the ICSD/OIMT organization, resulting in an estimated \$11 million in avoided cost achieved by eliminating duplication, reducing overreliance on third parties, and decreasing recurring operations and maintenance expenses. Where permissible, funds are being utilized more effectively to further related initiatives benefiting the State and tax-payers.) The SOC possesses the ability to conduct additional vulnerability scans against the State's assets to further supplement the aforementioned program and provide direct operational support to departments to assess the vulnerability status of their public-facing assets. After review and implementation of mitigation measures, departments/agencies may request supplemental scans conducted to validate that issues have been remediated.

## **VI. Unfinished Business**

### **a. Committee Appointments/Reappointments**

Kelly Toguchi is the newest member of the ITSC, serving in the Senate-appointed seat for the current term through June 30, 2019.

### **b. Remaining Committee Vacancies**

Even with the appointment of Member Toguchi, it was noted that there remain three vacancies on the committee. Vacancies have been the primary factor in ITSC's ability to achieve quorum in 2015. Two are Senate appointees, and one is a gubernatorial appointee. Letters regarding the vacancies were sent to the offices of the Senate president and governor in May 2015, and the governor's Boards and Commission staff has been notified. Chair Nacapuy welcomes candidate suggestions from members that can be shared with the appropriate appointing bodies.

**c. Amendments to Committee Charter**

Member Moriyama motioned to adopt the ITSC charter as amended, and Member Kuroiwa seconded the motion. In discussion, it was noted that the ITSC in February 2015 voted to switch from a monthly to a quarterly meeting schedule, and the charter amendments reflect this change. Chair Nacapuy suggested that when the ITSC fills its remaining vacancies that the committee revisit its meeting frequency. The motion passed unanimously. The adopted charter will be posted to the ITSC webpage.

**VII. New Business**

Chair Nacapuy noted that ETS is formalizing a partnership with the University of Hawai'i in support of the State's long-term data center strategy. More information will be shared at a future meeting.

**VIII. Good of the Order**

Pending confirmation of venue, the 2016 ITSC meeting schedule is February 18, May 19, August 18, and November 17, from 10 to 11 a.m. An electronic invitation will be sent to members.

**IX. Adjournment**

Member Thornton made a motion to adjourn and Member Keane seconded the motion. With the motion passing unanimously, the meeting adjourned at 10:01 a.m.

Respectfully Submitted,

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Date

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Keith A. DeMello  
Senior Communications Manager  
Office of Enterprise Technology Services  
State of Hawai'i